

## Message Text

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E.O. 11652: N/A  
TAGS: UNIDO, OCON, AORG  
SUBJECT: ELEVENTH SESSION OF THE INDUSTRIAL DEVELOPMENT  
BOARD - REORGANIZATION OF THE SECRETARIAT AND STRENGTHENING  
ITS OPERATIONAL ACTIVITIES - AGENDA ITEM 7(B)

REF: VIENNA 3439

1. DOCUMENT ID/B/187 ON THE REORGANIZATION OF THE UNIDO  
SECRETARIAT AND STRENGTHENING OF ITS OPERATIONAL ACTIVITIES  
RESPONDS SIMULTANEOUSLY TO THE REQUEST OF THE IDB-X FOR A  
REPORT ON EXPERIENCE FOLLOWING THE MAJOR REORGANIZATION OF  
THE SECRETARIAT AND TO GA RES. 31/162 CALLING FOR THE STRENGTH-  
ENING OF THE OPERATIONAL ACTIVITIES OF UNIDO AND A REPORT  
TO THE 32ND GA ON COMPLIANCE WITH THE RESOLUTION.

2. BASICALLY, THE REPORT IS AN EXPOSITION OF THE MANNER IN  
WHICH THE SECRETARIAT HAS BEEN ORGANIZED TO "FULFILL THE NEW  
ROLE ASSIGNED TO IT UNDER THE LIMA DECLARATION AND PLAN OF  
ACTION" AS SUMMARIZED IN PARA 3 AND A SUMMARY OF VARIOUS  
OPERATIONAL ACTIVITIES ENGAGED IN BY THE SECRETARIAT.

3. IN THE EXECUTIVE DIRECTOR'S VIEW, A PRELIMINARY ASSES-  
MENT OF THE IMPACT OF THE MAJOR REORGANIZATION INDICATES  
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THAT THE REORGANIZED SECRETARIAT HAS BEEN WORKING SATIS-  
FACTORILY. HE NOTES (A) THAT A HARMONIOUS WORKING RELATIONSHIP  
HAS BEEN DEVELOPING BETWEEN THE VARIOUS SECRETARIAT UNITS AND  
WITH BODIES OUTSIDE UNIDO AND THAT SUBSTANTIAL (I.E., DRAWING  
ON VARIOUS SOURCES OF EXPERTISE WITHIN THE SECRETARIAT) WHICH  
HAS BEEN ADOPTED TO SUPPORT MAJOR SECRETARIAT ACTIVITIES,  
ONE FORM OF WHICH IS THE USE OF THE INTER-DIVISIONAL TASK

FORCE. (C) THERE HAS BEEN NO NEED TO INCREASE THE STAFF, ALTHOUGH THE SECRETARIAT HAS ASSUMED NEW RESPONSIBILITIES (E.G., CONSULTATIONS) IN ADDITION TO ITS TRADITIONAL TASKS. (D) DELIVERY OF TECHNICAL ASSISTANCE IN 1976 WAS 9.6 PERCENT HIGHER IN MONETARY TERMS THAN IN 1975 DESPITE THE UPSET RESULTING FROM UNDP'S NEED TO ADJUST IPF OPERATIONS TO MEET ITS FINANCIAL DIFFICULTIES. (E) THE FACT THAT ALL SUBSTANTIVE SECTIONS ARE GROUPED IN ONE DIVISION PROVIDES A BETTER MECHANISM FOR LOOKING AT PROJECT OBJECTIVES AND METHODOLOGY OF IMPLEMENTATION IN AN INTEGRATED MANNER. (F) THE INDUSTRIAL OPERATIONS DIVISION IS ABLE TO CONCENTRATE ON TWO MAJOR ASPECTS OF TECHNICAL ASSISTANCE DELIVERY - TECHNOLOGICAL APPRAISAL OF PROJECTS AND THEIR IMPLEMENTATION. (G) THE PROGRAM DEVELOPMENT AND EVALUATION SECTION HAS BEEN ABLE TO CONCENTRATE ON CONTRIBUTING MACRO-PLANNING INPUTS INTO COUNTRY PROGRAMMING AND ON DEVELOPING A SYSTEM OF EVALUATION AS A MANAGEMENT TOOL. (H) THE PROGRAMMING COMMITTEE CHAIRED BY THE EXECUTIVE DIRECTOR SERVES AS A FOCAL POINT AT THE HIGHEST LEVEL OF THE SECRETARIAT TO OVERSEE THE PLANNING AND IMPLEMENTATION OF OPERATIONAL ACTIVITIES AND REVIEW THE PROGRESS OF OPERATIONAL PROGRAMS. (I) THE INVESTMENT COOPERATIVE PROGRAM OFFICE GIVES STRONG SUPPORT TO UNIDO'S OPERATIONAL ACTIVITIES IN RESPECT OF THE MOBILIZATION OF FINANCIAL RESOURCES FOR INDUSTRIAL PROJECTS. (J) THE DEVELOPMENT OF A SOUND STUDY BASE THROUGH THE ICIS TO UNDERPIN AND GIVE INTELLECTUAL DIRECTION TO UNIDO'S OPERATIONAL ACTIVITIES.

4. IN ADDITION, THE EXECUTIVE DIRECTOR NOTES (A) THE INCREASING USE OF HEADQUARTERS STAFF MEMBERS, INTERNATIONAL UNCLASSIFIED

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AND REGIONAL ADVISERS AS FIELD EXPERTS ON SHORT-TERM PROJECTS AND (B) THE INCREASINGLY ACTIVE INVOLVEMENT OF FIELD STAFF, SUCH AS THE SIDFA'S IN OPERATIONAL ACTIVITIES.

5. VARIOUS PROGRAMS (ASSISTANCE TO LDC'S, COOPERATION AMONG DEVELOPING COUNTRIES AND CONSULTATIONS) ARE CITED AS EXAMPLES OF THE IMPORTANCE WHICH THE SECRETARIAT ATTACHES TO BUILDING UP ITS OPERATIONAL ACTIVITIES. IN THE DISCUSSION OF THE DEVELOPMENT OF A SYSTEM OF CONSULTATIONS (PARA 17), THE SECRETARIAT THROWS OUT THE SUGGESTION THAT A START MIGHT BE MADE IN 1978 ON CONSULTATIONS AT GLOBAL LEVEL ON SUCH ACROSSTHE-BOARD TOPICS AS FINANCING OF INDUSTRIAL DEVELOPMENT.

6. COMMENT: THE EXECUTIVE DIRECTOR'S PRELIMINARY EVALUATION DOES NOT AND PROBABLY CANNOT PROVIDE A CLEAR-CUT ANSWER TO THE QUESTION WHETHER THE SECRETARIAT IS PERFORMING ITS TASKS MORE OR LESS EFFECTIVELY UNDER THE ARRANGEMENTS CURRENTLY IN EFFECT THAN MIGHT HAVE BEEN THE CASE UNDER THE ORGANIZATIONAL ARRANGEMENTS THAT OBTAINED PRIOR TO 1976.

IN ANY CASE, GOOD PERFORMANCE PROPERLY DEPENDS AS MUCH ON INSPIRING AND SYMPATHETIC LEADERSHIP FROM THE TOP OF THE ORGANIZATION, WHICH DOES NOT ALWAYS APPEAR TO EXIST. NOR IS THE MUCH-VAUNTED "TEAMWORK" APPROACH WHICH NEED NOT BE UNIQUE TO ANY PARTICULAR FORM OF ADMINISTRATIVE ORGANIZATION ALWAYS IN EVIDENCE, WITH INTERNAL JEALOUSIES AND RIVALRIES OFTEN TAKING PRECEDENCE.

7. IN PREVIOUS IDB/PC MEETINGS, THE U.S. DEL ENDORSED THE BROAD LINES OF THE REORGANIZATION. IT EMPHASIZED THE IMPORTANCE OF A SIMULTANEOUS, DUAL DEVELOPMENT OF UNIDO'S PROGRAM OF WORK AND THE ORGANIZATIONAL FRAMEWORK WITHIN WHICH TO CARRY IT FORWARD. IT CALLED FOR CLOSE ATTENTION TO UNIDO'S OPERATIONAL ACTIVITIES ON THE ONE HAND AND, ON THE OTHER, TO THE SECRETARIAT'S INTELLECTUAL CONTRIBUTION TO IDENTIFYING AND ATTACKING THE URGENT PROBLEMS OF INDUSTRIAL DEVELOPMENT IN THE DEVELOPING COUNTRIES, AND ASKED THAT THESE TWO MAJOR ASPECTS OF UNCLASSIFIED

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UNIDO'S ACTIVITIES EVOLVED IN A MUTUALLY SUPPORTING FASHION. BY AND LARGE, THE SECRETARIAT APPEARS TO HAVE GIVEN ATTENTION TO BOTH THESE MAIN STRANDS OF APPROACH.

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8. WE ASSUME U.S. DEL CAN JOIN IN TAKING NOTE OF THE EXECUTIVE DIRECTOR'S REPORT AND EXPRESS SATISFACTION THAT TECHNICAL ASSISTANCE DELIVERIES IN 1976 KEPT PACE WITH THE

FLOW OF PROJECTS AND THAT THE EXISTING STAFF HAS BEEN ABLE TO CARRY AN INCREASED WORKLOAD. IT MIGHT ALSO WELCOME THE EMPHASIS ON THE "INTEGRATED" APPROACH TO DEALING WITH MAJOR AREAS OF UNIDO'S PROGRAM OF WORK. AS FOR THE "NEW METHODOLOGY" (PARA 9(D) ) OF USING HEADQUARTERS STAFF FOR IMPLEMENTATION OF SHORT-TERM FIELD PROJECTS, U.S. DEL MIGHT STRESS THE NEED TO STRIKE A CAREFUL BALANCE IN ORDER TO AVOID ENCOURAGING EXCESSIVE ABSENCES FROM HEAD-QUARTERS AND TO ASSURE THAT IMPORTANT HEADQUARTERS ACTIVITIES DO NOT SUFFER AS A RESULT OF LENGTHY AND NUMEROUS ABSENCES.

9. WE HAVE RESERVATIONS ABOUT LAUNCHING CONSULTATIONS ON SUCH ACROSS-THE-BOARD TOPICS AS FINANCING OF INDUSTRY (SEE PARA 5 ABOVE) AT THIS TIME AND SUGGEST THAT OUR LINE AT IDB-XI BE TO CONTINUE TO SUPPORT THE SECTORAL APPROACH, INCLUDING SECTORAL EXAMINATION OF SUCH PROBLEMS AS MOBILIZING FINANCIAL RESOURCES (REFTEL).STIBRAVY

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